RÉMY COINTREAU

2023-24 FY Sales

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26 April 2024

FY 2023-24 sales - Executive summary

FY 23-24 ORGANIC* SALES GROWTH

-19.2% vs. FY 22-23

+16.2 % vs FY 19-20

- **Q4 Sales almost flat at -0.7% YoY (+14.3% vs Q4 19-20),** reflecting some **positive phasing effects in APAC** and **stabilization in EMEA post-Q3 destocking**
- Strong sequential **deterioration in the US**, following **significant restocking in Q3**, **particularly in Liqueurs & Spirits**
- **+4.0 pts of CNY calendar effects** at Group level (i.e, around +€10m)
- **12-month Price-Mix: -4.6%,** solely impacted by the Americas where Cognac sharply underperformed Liqueurs & Spirits; **volume: -14.6%**
- Solid execution of **cost-cutting plan: approx. €100m of savings confirmed**

FY 23-24 ORGANIC SALES GROWTH BY REGION

- **AMERICAS: - 39.6% in FY (i.e. -4.1% vs. 4Y)** ; sequential deterioration in Q4 due to negative phasing effects in both Cognac and L&S
- **APAC: +2.0% in FY (i.e. +51.4% vs. 4Y)** ; significant growth in Q4, driven by Cognac in China (positive phasing and calendar effects)
- **EMEA: +0.7% in FY (i.e. +7.6% vs. 4Y)** ; up strong DD% in Q4, despite contrasting trends among sub-regions and continued soft consumer trends

FY 23-24 VALUE DEPLETIONS BY REGION

- **US:** down mid-teens YoY in 12M (i.e. HSD% decline excl. VSOP); **approx. +10% vs. 12M 19-20** (approx. +45% excl. VSOP)
- **China:** up LSD% YoY in 12M (o/w up HSD% in Q4 YoY); **approx. +75% vs. 12M 19-20** (o/w up 3x in Q4 vs. 4Y)
- **EMEA:** down LSD% YoY in 12M; **> +20% vs. 12M 19-20**

FY 2023-24 GUIDANCE CONFIRMED

- **COP margin: contained organic decrease** thanks to deployment of a major cost-cutting plan
- **FX impact on COP**: between **-€7m and -€10m** vs. -€10m and -€15m previously

(*) All references to organic growth in this presentation correspond to sales growth at constant exchange rates and scope
LSD: Low-Single-Digit / MSD: Mid single-digit / HSD: High-single-digit / DD: double-digit

Q4 Highlights

Louis XIII boutiques: New openings, testing new business model

Hefei Louis XIII boutique

- **Heifei City**: the future Chinese "Silicon Valley"
- **Hefei Yintai Mall**: sole luxury Mall
- Ground floor within Luxury Fashion & High-end Jewelry area

- **Suzhou City**: Tier 1/2 city (Top 6 cities in GDP growth per capita)
- **Suzhou Cangjie Plaza**: opened in 2023
- Located in the Luxury Fashion area

Suzhou Louis XIII boutique

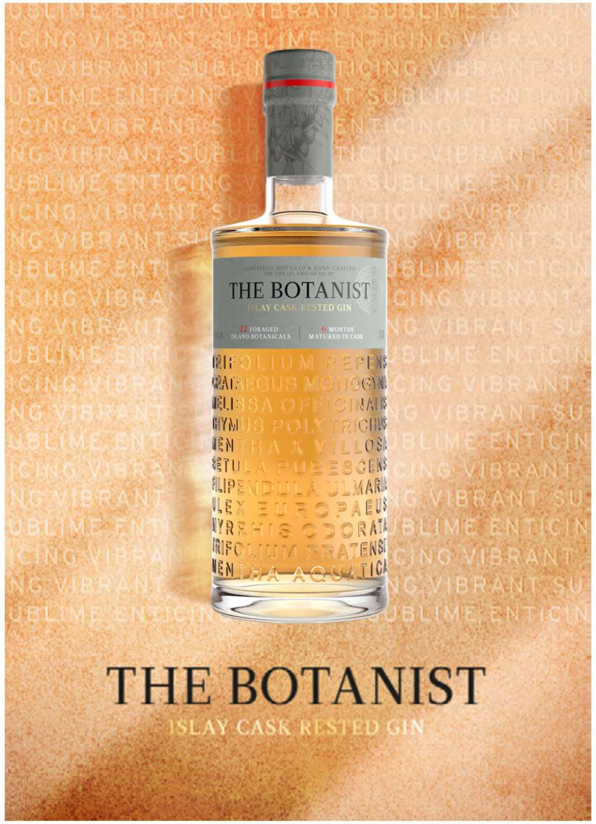
Q4 Marketing highlights

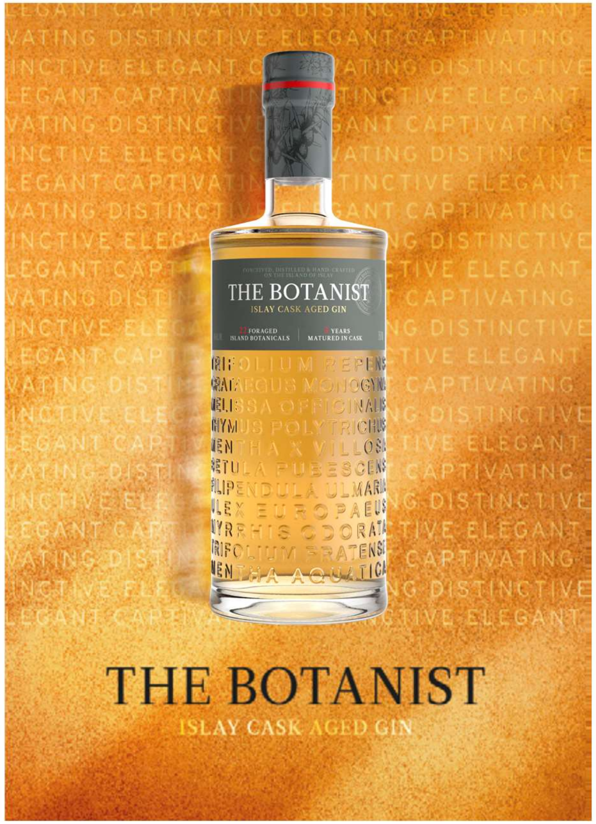
Bruichladdich reveals new Luxury Redefined range

RECRUITING NEW CONSUMERS AND BUILDING DESIRABILITY AND DISTRIBUTION IN TOP END ON & OFF TRADE

+60% vs. Target in Q4

Q4 Marketing highlights
The Botanist introduces Islay Cask Matured Gin





x3
vs. Target in Q4

A NEW GIN EXPERIENCE SHAPED BY CASK, TIME AND EXPERTISE

UNLOCKING NEW OPPORTUNITIES

- Recruit new drinkers from other high-end categories
- Catapult The Botanist into new occasions and new consumers
- Reinforce distilling expertise: ageing credentials and provenance

Q4 Marketing highlights in China

CNY activations in China x 300-year anniversary celebration

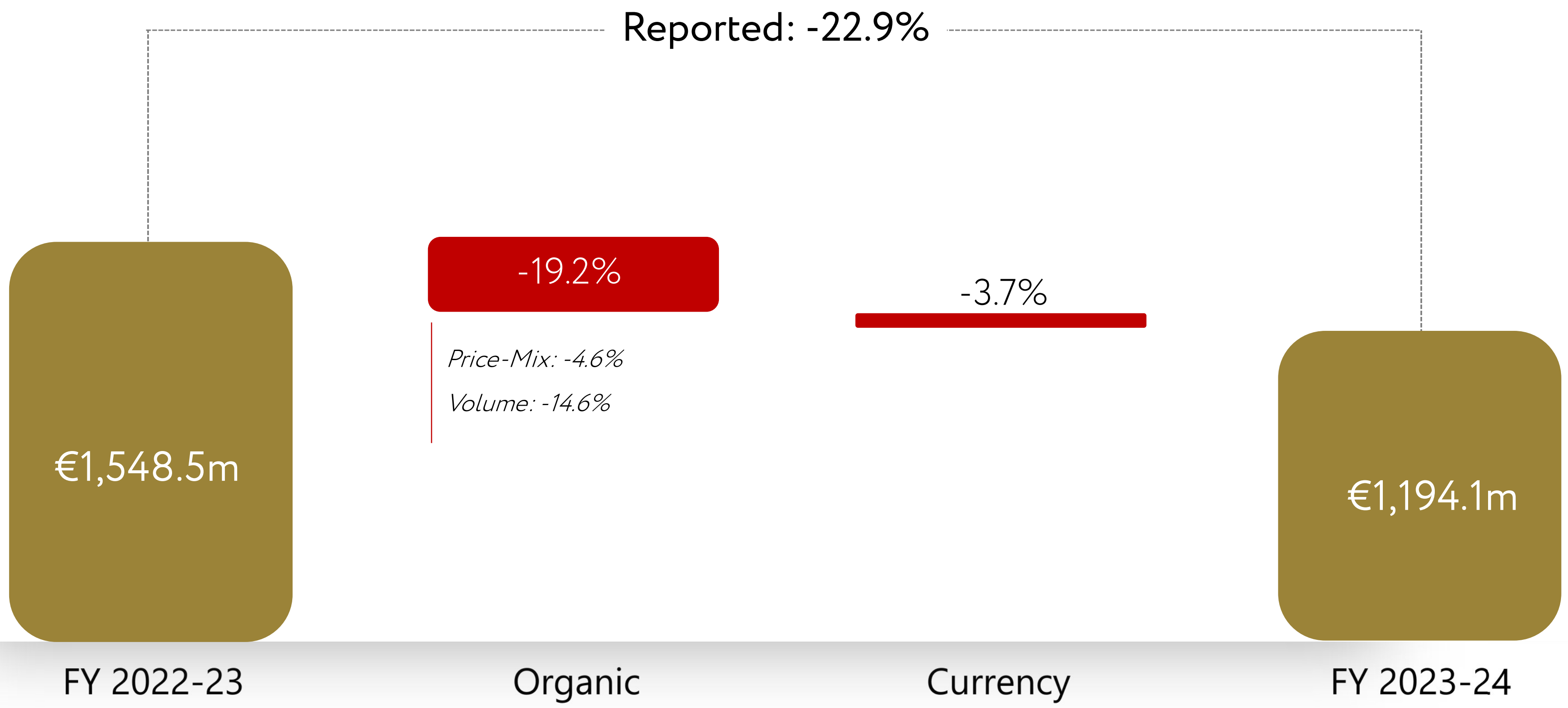
Tmall Super Brand Day: +10% vs. LY

Q4 Marketing highlights

Travel Retail: above pre-Covid level for first time in 2023-24

Baptiste Loiseau introduces 300th RM Anniversary Coupe in Singapore

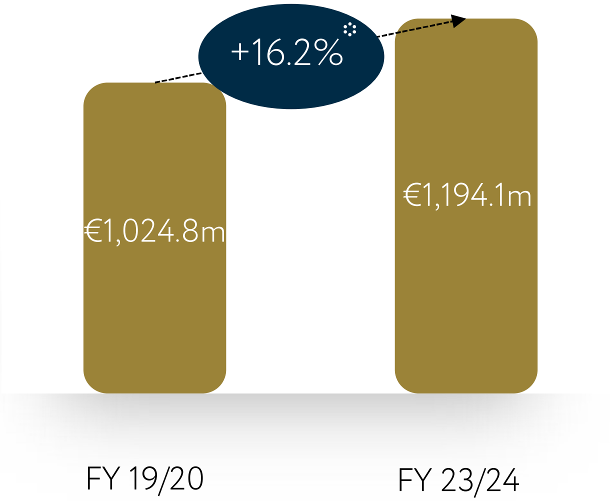
FY 2023-24 - Group sales bridge



FY 2023-24 - Organic sales up +16.2%(*) vs. FY 2019-20

GROUP

Sales CAGR: +3.8%

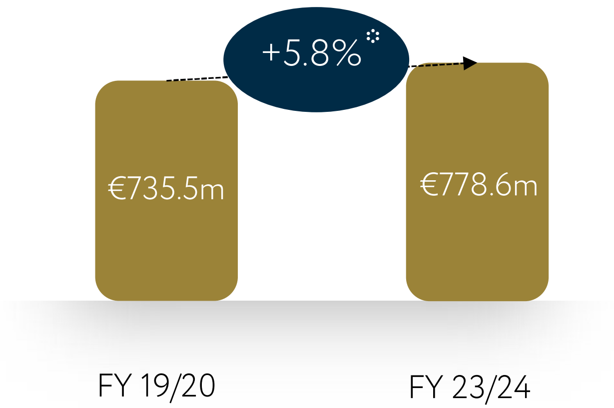


Volume: -2.4% (CAGR: -0.6%)
Price-Mix: +18.6% (CAGR: +4.4%)

COGNAC

Incl. major US destocking

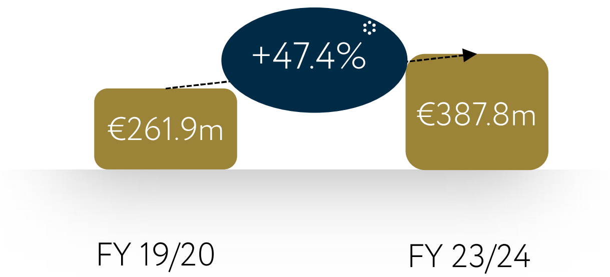
Sales CAGR: +1.4%



Volume: -21.7% (CAGR: -5.9%)
Price-Mix: +27.5% (CAGR: +7.3%)

LIQUEURS & SPIRITS

Sales CAGR: +10.2%



Volume: +12.9% (CAGR: +3.1%)
Price-Mix: +34.5% (CAGR: +7.1%)

(*) Organic sales growth at constant exchange rates (2022-23 rates)

FY 2023-24 – Organic sales trends by region

APAC: +2.0% YoY

+51.4% vs. FY 19-20

China

Significant growth in Q4, boosted by:
Positive shipment phasing effects
Positive calendar effects (+13.0 pts at APAC Level)
Soft CNY but above expectations
Indirect channels outperformed direct channels, following meaningful destocking in Q3
E-commerce up +30% at almost 25% of sales in Q4

Inventories at end of March

Back to healthy level

12M value depletions

up LSD% YoY (o/w up HSD% in Q4)
approx. +75% vs. 12M 19-20

Rest of Asia

Up very strong DD% in Q4, led by Cognac and driven by Malaysia, Singapore and New Zealand

40% of sales

Americas: -39.6% YoY

-4.1% vs. FY 19-20

US

Significant decline in Q4, showing a sharp sequential deterioration versus Q3 impacted by:
Negative phasing effects both in Cognac & L&S (sell-in)
Sequential deterioration in depletions (high comps)

Inventories at end of March

Still at 5m, impacted by sequential depletion deterioration from Q3 to Q4

12M value depletions

down mid-teens YoY (HSD% decline excl. VSOP)
+10% vs. 12M 19-20 (+45% excl. VSOP)

Canada

Very strong DD% growth in Q4, led by L&S and Cognac

Latin America

Strong double-digit growth in Q4 led by L&S

38% of sales

EMEA: +0.7% YoY

+7.6% vs. FY 19-20

Western Europe

Strong DD% growth in Q4 driven by Greece, Austria, Spain and Switzerland
Markets remain soft overall with continued resilience in Southern Europe's on-trade channel

UK

Up MSD% in Q4 led by Cognac
Tough market: promotions, downtrading

Rest of EMEA

Double-digit growth led by Africa, Middle-East and Eastern Europe (positive phasing effects)
Benelux showed good momentum in L&S (Cointreau) while Cognac affected by peers' promotions

Inventories at end of March

Slightly up versus end of December

12M value depletions:

down LSD% YoY; > +20% vs. 12M 19-20

22% of sales

LSD: Low-Single-Digit / HSD: High single-digit / MSD: Mid single-digit / DD: double-digit

Cognac

Organic sales growth of -25.1% in FY (o/w -29.7% in volume and +4.6% of Price-Mix)

APAC

MSD% org. growth YoY
> +50% vs. FY 19-20

55% of sales

China: **significant growth in Q4,** boosted by positive phasing of shipments and timing of CNY

- **Underlying trends** remain soft due to low consumer confidence and cash pressures in the trade. However, value depletions are quite resilient in this context: up DD% in Q4 YoY (i.e. more than 3x vs. 4Y) driven by **CLUB** and to a lesser extent **RM XO** which gained market shares this year
- **On-trade channel** continued to underperform, impacted by some downtrading and a lower spend per capita; in **off-trade**, banquets and Key customers are more resilient and e-commerce still very dynamic, boosted by Super Brand Day in January
- Strong quarter for **Hong Kong and Macau,** while **Taiwan** was weak, impacted by some unfavorable phasing effects

Rest of Asia: **very strong double-digit growth in Q4,** led by Southeast Asia, particularly **Malaysia, Singapore** and **Vietnam; Japan** recorded weak performance reflecting a soft CNY

AMERICAS

Significant org. decline YoY
-25% vs. FY 19-20

33% of sales

North America:

- **Significant decline in Q4** (o/w **Canada: up strong DD%):** continued destocking, persistent promotional market and soft underlying demand
- **Q4 US value depletions: down very strong DD% YoY** with strong underperformance of VSOP; sequential deterioration vs. Q3, reflecting a cautious attitude among retailers; **Louis XIII** back to strong DD growth and **Remy V** showing good momentum

	Volume depletion trends to March 2024	vs. March 2023 (vs. LY)			vs. March 2020 (vs. 4Y)		
		3M	6M	12M	3M	6M	12M
US	Market (source Nielsen)	-4.9%	-6.5%	-8.7%	-19.0%	-16.0%	-11.9%
	Market NABCA	-6.0%	-7.4%	-8.9%	-27.3%	-29.0%	-28.8%
	Market (source NABCA/Discuss)	4.3%	6.9%	-17.1%	-27.6%	-31.8%	-36.8%
	RC Cognac in Volume (source Company)	**-27.5%**	**-20.7%**	**-21.2%**	**-35.9%**	**-30.5%**	**-23.1%**

Price-Mix:
Flat YoY
+20 pts vs. 19-20
12m basis ended March 24

Latin America: **very strong double-digit decline in sales in Q4**, still impacted by fierce promotional competition

EMEA

LSD% org. growth YoY
-15% vs. FY 19-20

12% of sales

- **Very strong double-digit sales growth in Q4**, led by Africa/Middle-East, Western Europe and Eastern Europe
- **The UK** showed good resilience in a tough market, while the **Benelux** recorded a strong decline impacted by fierce promotional competition
- **Overall, underlying demand remains soft** as inflation weighs on purchasing power

Liqueurs & Spirits

Organic sales growth of -4.6% in FY (o/w -6.4% in volume and +1.8% of Price-Mix)

AMERICAS

MSD% org. decline YoY
+60% vs. FY 19-20

50% of sales

North America:

- **Very strong DD% decline in Q4** (o/w **Canada: up very strong DD%),** following significant restocking effects in Q3 and against high comps
- **Cointreau's Q4 US value depletions** were **down Mid-to-HSD% YoY** (i.e almost +65% vs. Q4 19-20) affected by tougher comps in Q4 which was cycling adverse phasing from prior year; current context is driven by greater caution from retailers

US	Volume depletion trends to March 2024	vs. March 2023 (vs. LY)			vs. March 2020 (vs. 4Y)		
		3M	6M	12M	3M	6M	12M
	Market (source Nielsen)	4.1%	1.2%	2.1%	12.9%	15.9%	19.8%
	Market NABCA	-2.2%	-3.6%	-1.0%	3.4%	3.2%	9.6%
	Market (source NABCA/Discuss)	-18.2%	-9.4%	-9.2%	-5.3%	-2.1%	8.0%
	Cointreau in Volume (Source Company)	-4.1%	-2.8%	0.9%	54.3%	53.4%	55.6%

Price-Mix:
-4 pts YoY
+10 pts vs. 19-20
12m basis
ended March 24

Latin America: sales were **up by very strong double digits in Q4**, led by Brazil, Puerto Rico, Barbados (mainly Mount Gay) and the cruise business

EMEA

LSD% org. growth YoY
+35% vs. FY 19-20

38% of sales

- Sales **up mid-teens in Q4**, supported by all sub-regions, particularly Benelux and Western Europe
- **St-Rémy** (UK), **Bruichladdich** (UK), **Metaxa** (Greece) and **The Botanist** (Germany) are outperforming
- Overall, markets remain soft and fiercely competitive on the back of persistent inflation
- **Solid innovation pipeline** (The Botanist Rested & Aged, Bruichladdich 18 & 30 yo and Mount Gay Single Estate), **strong activation plan for Cointreau** and **new listings on St-Rémy** in the UK have made it possible to sustain good momentum while holding on to existing price points

APAC

Low teens org. decline YoY
> +50% vs. FY 19-20

12% of sales

- China: **very strong double-digit sales decline in Q4**, impacted by continued destocking in whiskies and weak end-demand (mainly from younger generation)
- Rest of Asia: **up HSD% in Q4** mainly driven by **New Zealand, Singapore and Japan ; St-Rémy, Bruichladdich and Telmont outperformed**

2023-24 outlook confirmed

PRIORITIES	GUIDANCE
Support depletions/sell-out growth	Sales: at the lower end of the guidance range (-15%/-20% on organic) Negative FX impact: -€50/60m on sales
Maintain a strict pricing policy	Protect gross margin in a persistently inflationary environment
Focus on A&P that drive impact Optimize A&P, leveraging BTL and digital	Selectively reduce A&P, particularly for the Cognac division
Implement cost-cutting plan (around €100 million)	Contain organic decrease in COP margin Negative FX impact : -€7/10m on COP (vs. -€10/15m previously)

Maintain focus on our four strategic priorities

Appendices

Quarterly sales by division

In €m	Q1 23/24	Q1 22/23	Reported %	Organic %
Cognac	155.1	292.3	*-46.9%*	*-44.7%*
Liqueurs & Spirits	95.0	109.7	*-13.5%*	*-11.4%*
Subtotal: Group Brands	250.0	402.0	*-37.8%*	*-35.6%*
Partner Brands	7.5	7.9	*-5.4%*	*-4.6%*
Total	257.5	409.9	*-37.2%*	*-35.0%*

In €m	Q2 23/24	Q2 22/23	Reported %	Organic %
Cognac	261.0	345.9	*-24.5%*	*-17.8%*
Liqueurs & Spirits	111.7	104.7	*+6.7%*	*+12.1%*
Subtotal: Group Brands	372.7	450.6	*-17.3%*	*-10.9%*
Partner Brands	6.4	6.6	*-2.3%*	*-1.6%*
Total	379.2	457.2	*-17.1%*	*-10.8%*

In €m	H1 23/24	H1 22/23	Reported %	Organic %
Cognac	416.1	638.1	*-34.8%*	*-30.1%*
Liqueurs & Spirits	206.7	214.5	*-3.6%*	*+0.1%*
Subtotal: Group Brands	622.7	852.6	*-27.0%*	*-22.5%*
Partner Brands	14.0	14.5	*-4.0%*	*-3.2%*
Total	636.7	867.1	*-26.6%*	*-22.2%*

Organic sales growth: at constant exchange rates & scope

Quarterly sales by division

In €m	Q3 23/24	Q3 22/23	Reported %	Organic %
Cognac	197.1	314.0	*-37.2%*	*-33.9%*
Liqueurs & Spirits	114.6	114.1	*+0.4%*	*+4.3%*
Subtotal: Group Brands	311.8	428.1	*-27.2%*	*-23.7%*
Partner Brands	8.1	9.5	*-14.0%*	*-13.5%*
Total	319.9	437.6	*-26.9%*	*-23.5%*

In €m	9M 23/24	9M 22/23	Reported %	Organic %
Cognac	613.2	952.1	*-35.6%*	*-31.4%*
Liqueurs & Spirits	321.3	328.6	*-2.2%*	*+1.5%*
Subtotal: Group Brands	934.5	1,280.7	*-27.0%*	*-22.9%*
Partner Brands	22.1	24.0	*-7.9%*	*-7.3%*
Total	956.6	1,304.7	*-26.7%*	*-22.7%*

In €m	Q4 23/24	Q4 22/23	Reported %	Organic %
Cognac	165.4	147.9	*+11.9%*	*+15.4%*
Liqueurs & Spirits	66.5	90.3	*-26.3%*	*-27.0%*
Subtotal: Group Brands	232.0	238.2	*-2.6%*	*-0.7%*
Partner Brands	5.6	5.6	*-1.0%*	*-1.1%*
Total	237.5	243.8	*-2.6%*	*-0.7%*

Organic sales growth: at constant exchange rates & scope

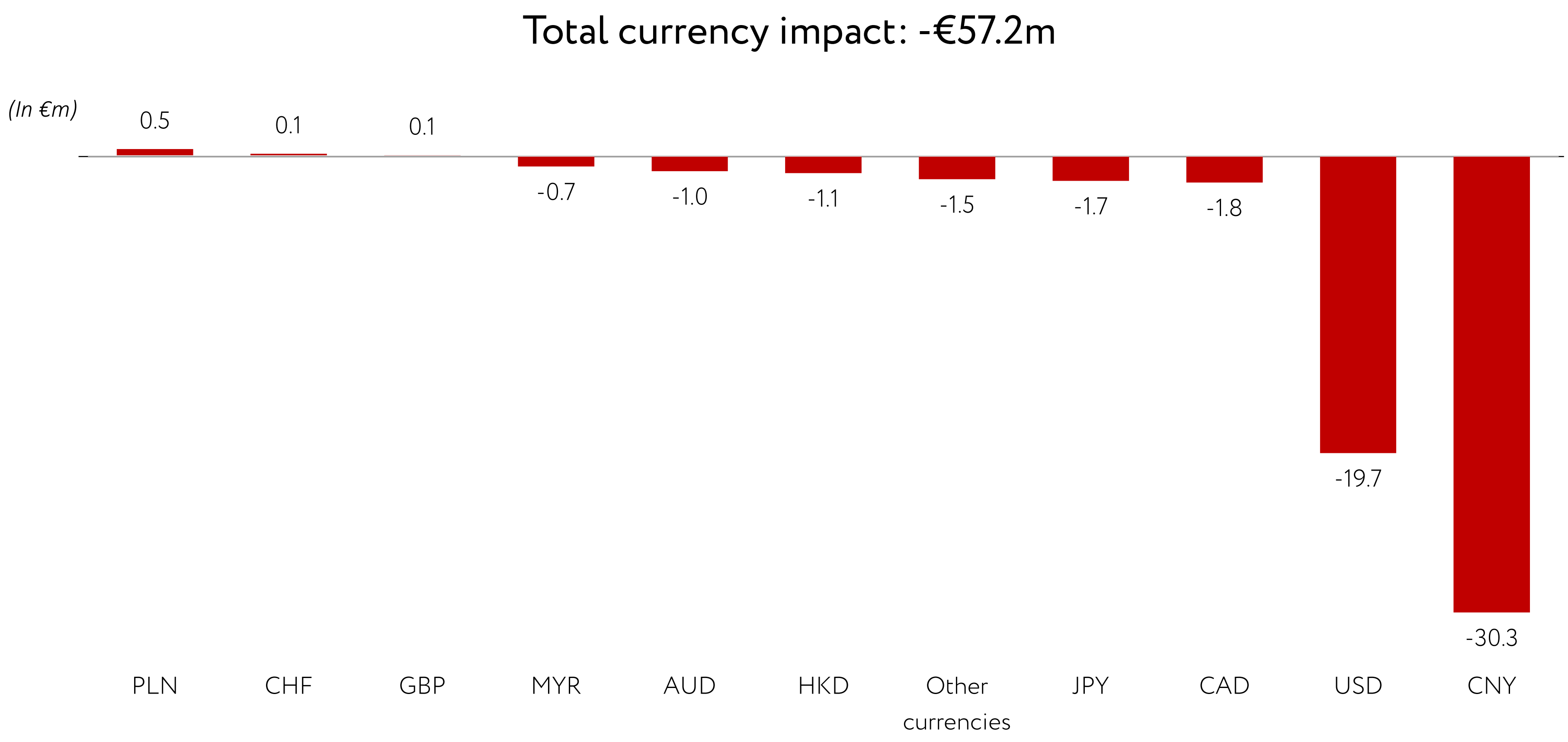
Quarterly sales by division

In €m	H2 23/24	H2 22/23	Reported %	Organic %
Cognac	362.6	461.8	*-21.5%*	*-18.1%*
Liqueurs & Spirits	181.1	204.4	*-11.4%*	*-9.5%*
Subtotal: Group Brands	543.7	666.3	*-18.4%*	*-15.5%*
Partner Brands	13.7	15.1	*-9.1%*	*-8.9%*
Total	557.4	681.4	*-18.2%*	*-15.3%*

In €m	FY 23/24	FY 22/23	Reported %	Organic %
Cognac	778.6	1,100.0	*-29.2%*	*-25.1%*
Liqueurs & Spirits	387.8	418.9	*-7.4%*	*-4.6%*
Subtotal: Group Brands	1,166.5	1,518.9	*-23.2%*	*-19.4%*
Partner Brands	27.7	29.6	*-6.6%*	*-6.1%*
Total	1,194.1	1,548.5	*-22.9%*	*-19.2%*

Organic sales growth: at constant exchange rates & scope

Key currency impacts on FY 2023-24 sales



Next financial publications

June 6, 2024	2023-24 FY Results
July 18, 2024	Shareholders' meeting
July 24, 2024	2024-25 Q1 Sales

RÉMY COINTREAU

Q & A